

# Position & Candidate Specification

## St. Andrew's School Head of School



**PREPARED BY:**

Meaghan C. Becker

Mary B. Gorman

Michele E. Haertel

January 2020

Assignment: 64674-001

**Founded in 1929** with a historically unprecedented commitment to financial aid, St. Andrew's is an Episcopal, co-educational, all-boarding high school situated on 2200 acres in Middletown, Delaware.

St. Andrew's cultivates in its students a deep and lasting desire for learning, a willingness to ask questions and pursue independent inquiry, and an appreciation of the liberal arts as a source of wisdom, perspective and hope. We encourage our students to do the work of scholars, artists and scientists and to develop those expressive and analytical skills necessary for effective communication, judicious consideration of multiple points of view and for meaningful lives as engaged citizens. We seek to help our students develop a passion for intellectual pursuits, such that each student feels inspired to develop and pursue his/her individual talents.



Our students and faculty live in a residential community founded on ethical principles. We expect our faculty and staff to make our students' interests primary, to maintain professional roles with students and to act as role models at all times, to encourage student autonomy and independence, and to support each student's developmental growth and social integration at the school. Our students collaborate with dynamic adults in an environment that is both rigorous and supportive in order to develop the critical life skills of confidence and resilience. We encourage our students to pursue a range of opportunities in scholarship, athletics and the arts to help them find the balance between living in and contributing to the community and developing themselves as leaders and individuals.

As an Episcopal school, St. Andrew's is grounded in and upheld by our Episcopal identity, welcoming persons regardless of their religious background. We are called to help students explore their spirituality and faith as we nurture their understanding and appreciation of all world religions. We urge students to be actively involved in community service with the understanding that all members of the community share responsibility for improving the world in which we live. On our campus, students, faculty and staff from a variety of backgrounds work together to create a vibrant and diverse community. St. Andrew's exceptional financial aid program makes this possible, enabling the school to admit students regardless of their financial needs.



The St. Andrew's academic program strives to instill in its students, habits of thoughtfulness, curiosity, creativity and independent critical thinking. These core values are expressed in the extraordinary vitality of our academic culture. A visit to campus will reveal classrooms, laboratories and art studios that are at once lively, playful and intellectually serious, and students who possess a sense of wonder and who are motivated and deeply engaged in their work. Indeed, it is this high level of academic engagement—a quality most educational research suggests is a precondition for success in college and professional life—that most distinguishes our graduates. At St. Andrew's, students don't simply "study" science, art and history; they work, under the careful guidance of

our faculty, as apprentice scholars and artists. Through this process, students discover the joys and pleasure of deep learning and authentic inquiry—experiences that have the power to sustain them throughout their lives.

*As the intellectual, pastoral and administrative leader of St. Andrew's,* the next Head will be deeply committed to preserving the values and culture of kindness and humanity while inspiring the community to continue to innovate and evolve. With the heart and soul of an educator, the successful candidate will be forward-thinking, with the ability to effectively articulate the 21st century vision for education at St. Andrew's. To explore the mission of a school "with a public purpose," the next Head will lead with authenticity and a steadfast commitment to human, community, and academic excellence. S/he will fully embrace St. Andrew's significant financial aid program, which gives the school the opportunity to cultivate and celebrate a diversity that inspires learning, understanding, appreciation and respect in every area of school life.

The next Head of School will relish the opportunity to be a highly visible member of the community, embracing the tight-knit residential community and engaging in the full life of the school. The Head will be inspired and energized by the opportunity to cultivate the scholarly, ethical and personal growth of the remarkably diverse and talented student body. S/he will bring an abiding commitment to teaching and learning and the cultivation of intellectual curiosity, passion and goodness in our students. In addition, the next Head will have profound appreciation for the incredibly gifted and devoted faculty who dedicate their lives to all aspects of the boarding school experience.

The Head of School is appointed by the Board of Trustees and is responsible for all aspects of the school, including the academic program, operations and financial health, and external relations and fundraising. In partnership with the Board, the Head is responsible for setting the school's strategic priorities and achieving the school's mission.



### IDEAL EXPERIENCE

#### Academic Leadership

Accomplished and passionate independent school leader with experience motivating and inspiring dedicated faculty and staff working in a vibrant intellectual community.

#### Teaching, Mentoring, Advising

Educator with love of inspiring, teaching, and coaching students. Experience working in, or familiarity with, a residential school community is highly desirable.

#### Episcopal Values

Appreciation for the school's Episcopal spirit and values that honor the school's commitment to service, a public purpose, kindness, compassion and love.

#### Financial & Operational Leadership

Understanding of the financial and operational underpinnings of a school and the levers to ensure a fiscally sustainable institution.

#### Partnering with Board of Trustees

Ability to collaborate effectively and transparently with the Board of Trustees.

#### Academic Credentials

Strong academic credentials; advanced degree required.

### CRITICAL LEADERSHIP CAPABILITIES

#### Inspiring Community Builder

Given the deep commitment to culture and community across campus, the next Head of School will be a gifted community builder with the ability to:

- Be visible and accessible as a genuine and pastoral presence in the life of the school and students. The Head will find joy in daily conversations with students, faculty and staff – whether it be in the classroom, the chapel, at sit-down meals or on the athletic fields.
- Embrace the 24/7 holistic teaching and learning experiences and opportunities for adult/student interaction that a fully residential community provides.
- Promote trust and engagement across the school's broad community and maintain a culture of unity, collaboration and mutual respect.
- Be an inspiring and transparent leader who will welcome debate, value diverse perspectives, listen, and then make decisions always in the best interest of the students and the school.



## CRITICAL LEADERSHIP CAPABILITIES (CONTINUED)

### Educational Vision

With vision and leadership for the future and an enduring appreciation for St. Andrew's longstanding tradition of excellence and rigor in education, the next Head of School will:

- Create and articulate a 21st century vision for education, preserving the distinctive culture of the school while continuing to provide opportunities for academic innovation.
- Promote a culture that empowers students to be intelligent, collaborative and counter-cultural; focus on community service and rejecting entitlement and privilege.
- Thoughtfully adapt and strengthen all areas of the school's curriculum; continue to expand opportunities in the STEM field.
- Demonstrate an abiding commitment to the whole student, encouraging their confidence, creativity and capacity to experience the academic and extracurricular programs to their fullest.

### Organizational Leadership

In a well-functioning school with ambitions for continued improvement and evolution, the Head of School will:

- Provide critical leadership to attract, retain and empower a talented and diverse faculty, staff and administrative leadership team members who are committed to rigorous academics, innovation, operational excellence and the culture of the school.
- Develop strong relationships with the school's Board of Trustees and partner closely with them on major institutional issues.
- In close partnership with the Board and the senior administrative team, ensure effective stewardship and oversight of risk management for the school.
- Foster a culture of philanthropic support from alumni and parents.
- Serve as an ambassador for St. Andrew's. Increase the visibility of the school to support admissions and to galvanize external partnerships.

## THE SEARCH PROCESS

St. Andrew's School is an equal opportunity employer. We welcome diverse candidates with all backgrounds, faiths and persuasions, and seek to foster an inclusive, welcoming community environment.

The St. Andrew's search committee is being assisted by Spencer Stuart in this search process. The committee welcomes comments, questions, nominations or expressions of interest. To contact the committee, please send an email with any supporting materials to the confidential email address: [SASHead@spencerstuart.com](mailto:SASHead@spencerstuart.com).